

MINUTES
HAMILTON COUNTY COUNCIL
AUGUST 13, 2015
COMMISSIONERS COURTROOM
ONE HAMILTON COUNTY SQUARE
NOBLESVILLE, INDIANA
10:00 A.M.

President Ayers called the meeting to order with a quorum present of Councilor Paul Ayers, Councilor Brad Beaver, Councilor Jim Belden, Councilor Amy Massillamany, and Councilor Rick McKinney.

Ayers asked that Councilor Beaver preside over the meeting as this meeting is per his request.

Beaver asked Mr. Kent Irwin to give a quick snapshot of the Sheriff's wage study that was done in November 2014 in regards to the comparisons and conclusions.

Irwin introduced Addie Rooker as the architect of this plan and asked her to make the presentation. Rooker reported Waggoner, Irwin and Scheele (WIS) were asked in October or November 2014 to sample the external market and provide the Sheriff's Department with a comparison of how they compare to other entities within Hamilton County and the other county entities that they would be comparable to. They looked at Allen County, Lake County and the cities of Carmel, Fishers, Noblesville, and Westfield. The first thing provided was a total compensation comparison where we showed population, full time officers, area of square miles covered, and provided salaries for the officers at 1-year Officer, 10-year Officer, 10-year Sergeant, 10-year Lieutenant, and a 10-year Captain. We provided healthcare costs, the costs for PERF and pension program for the total compensation and how Hamilton County compared to the other entities. What they found was the entry/lower level positions reflects what the county has done with the existing matrix when we focused on retaining the higher level officers at the beginning with the 4% increase. The upper ranks, Lieutenant and Captain, levels fell behind a little bit with the market, they are still competitive but a little behind. The other sheet compares what rank differentials were, Officer to Sergeant, Sergeant to Lieutenant, Lieutenant to Captain. They is provided for each county or city. A 10-year Officer to a 10-year Sergeant averaged out to be a 10% rank differential, 10-year Sergeant to a 10-year Lieutenant came out to 8%, and a 10-year Lieutenant to 10-Captain came out to 12% rank differential. They also provided the average salaries by rank for each position (1-year Officer, 10-year Officer, 10-year Sergeant, 10-year Lieutenant, and 10-year Captain).

They used this data to come up with an average salary for a 1-year Officer. When looking at the November 12, 2014 memo it includes 1-year Officer salaries for each of the entities. Because there is a cost of living difference from Allen County to Hamilton County and Lake County to Hamilton County we slightly adjusted those numbers to reflect the cost of living difference. They came up with an average salary for a first year Officer of \$47,021. They used that average to build the options with the different matrix. Everything is built off of that one-year Officer salary. The pay spread for those options was a 4% pay spread for a 1-year Officer out to the end of the pay grid depending on how many steps you offer.

The rank differentials that they used were based on the external data comparison collected – they used a 9% rank differential from Deputy to Sergeant, an 8% rank differential from Sergeant to Lieutenant, and a 12% rank differential from Lieutenant to Captain. The current rank differential is 5% for Deputy to Sergeant and Sergeant to Lieutenant.

MINUTES
HAMILTON COUNTY COUNCIL
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NOBLESVILLE, INDIANA
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McKinney asked about using Allen and Lake Counties for comparisons, normally AIC (Association of Indiana Counties) and Farm Bureau county comparisons have usually included Vanderburgh, Delaware and St. Joe with Hamilton County. How did you pick Allen and Lake? Rooker replied those were the ones they were asked to include in the survey. McKinney asked if that was by the Sheriff or Sheena (Dibble)? Sheriff Bowen replied he does not recall exactly but Hamilton County is obviously more difficult to compare with another county in regards to like size, cost of living and things of that nature because we are, as you are well aware, the elite county in Indiana today and people look at us when it comes to their salary studies and things like that. People look at us as leaders and innovators and not followers anymore. That speaks well for Hamilton County but it sets us in a unique position to have to make these decisions in moving forward on what we compare our folks to. We could have gone outside Indiana to other markets in the Midwest or like communities but we chose to stay within Indiana at this point to have some kind of comparison.

Beaver asked Dibble to give a quick explanation of the spreadsheets; he sees the current salaries, is the other column what the Sheriff is proposing or what is proposed as a happy medium? Dibble replied when they first created the first spreadsheet she believes the Sheriff looked at the time each of the officers had been in a Merit position and that was the guiding factor. An example would be Zach Todd, using his 8 years of service as a Merit Deputy, the spreadsheet was created using entry level to 25 years and there are percentages that the Sheriff had requested that they used in their current pay matrix and try to take a higher percentage for new hires. They received a 4% increase each year for 7 years then it went 2%, then 1.5%, then 1%. They placed them based on their years as a Merit Deputy in those steps and from that they looked at what they were currently making, how much of an increase it would cost for them to be moved to that band and that would reflect the difference in the current base salary and years of service. If they didn't at least receive a 3% raise in moving into that step then that would be the next column, anything that they had for dollars in that column would not be counted in their base. Beaver asked if that column is the difference of the current base salary at years of Merit service? Dibble replied yes. Dibble said the data includes a \$391,000 increase. We had received a calculation from the Sheriff placing all of these individuals following the same methodology we have used for other county employees, there were some differences the Dawn (Coverdale) had for their time in Merit Service than what the Sheriff had so we are still researching that. Dibble and Coverdale will be researching the differences that have been found. Dibble stated in looking at the calculation the Sheriff sent it shows a total of \$411,694.97 which is an increase of \$19,000 but there were also 2 new hires added to this spreadsheet. Beaver asked if that is the total salary or the increase? Dibble replied it is the total increase with one individual coming in with one year of service and one individual coming in at entry level.

Beaver asked what the dollar number is if we did not do any adjustments, no comparisons to other counties as Irwin did; 3% across the board for Merit Deputies would be approximately \$300,000? Dibble did not do that calculation. Beaver is trying to compare what a 3% raise is against moving everybody to their market rate for their job and what their difference would be. Beaver asked what is the cost to move them to market rate over 3%? Belden asked if that meant banding? Beaver replied yes, market rate is banding. McKinney and Massillamany both responded not necessarily. Beaver stated we need a

MINUTES
HAMILTON COUNTY COUNCIL
AUGUST 13, 2015
COMMISSIONERS COURTROOM
ONE HAMILTON COUNTY SQUARE
NOBLESVILLE, INDIANA
10:00 A.M.

definition of terms. Massillamany asked if we know what the total number for salaries is currently? Dibble replied they don't have it totaled.

Beaver asked Irwin - on the comparison entities is defined benefit pension standard across law enforcement or is that not fair to say? Irwin replied it is for the Sheriff departments, it is not the same for city police departments. Cities have the Public Employee Retirement Fund, Sheriff Merit Deputies falls in defined pension. Beaver asked if that was figured into the calculation? Irwin replied they did a total compensation.

Beaver asked Auditor Coverdale if the Sheriff Merit Deputies received an additional 3% in 2015? Coverdale replied yes. Beaver asked if the WIS (Waggoner, Irwin, and Scheele) study used 2014 salaries? Coverdale replied correct. Beaver stated since we didn't act in 2015 Merit Deputies got 3% so what they are studying is 3% lower because they were using 2014 data. Dennis Quakenbush stated it was added back into this. Beaver asked while they were doing the study the 3% was already in the calculation? Dibble stated the Sheriff's last request which equated to the \$391,000 increase that 3% was added in to reach that number for the data that had been collected previously. Coverdale asked so that is representative in this spreadsheet that you just gave out and based on 35 years verses the old 32 years? Dibble replied yes. Beaver asked why would we look at 25 instead of 32 if we are still paying on the 32? Dibble replied that was one of the scenarios that the Sheriff asked to create. Dibble is not an expert on the McCready Pension but she believes the McCready Pension was originally calculated on the 32 years spread and the Sheriff asked if we would look at a 25 year spread instead of 32 and those were the dollars that were calculated on the 25 year spread. Gehlhausen stated they had a 20 year, 25 year, and 32 year. They had 25 as the optional, not the 20. That is also what they did with the civilian employees.

Massillamany calculated the 3% as \$110,000. Beaver stated to move the upper level Merit Deputies to the equivalent of what other cities and counties pay the total package is \$400,000. Massillamany stated if she calculated correctly that would be an accurate statement.

McKinney still has the same concern and that is that most people will get between \$600 to \$1,500 and this average increase is \$6,000 per person with the top management/administration getting \$12,000 to \$19,000. Beaver replied right. McKinney asked Rooker, are we that underpaid? He is looking at a chart he has and it does not seem that we are that underpaid. Rooker replied to keep in mind for the Sheriff when the matrix was established at Step 1 they come in at market so the cost is going to go higher there. In the other job categories they don't get to market until later, that first step or range is not market, it is the minimum with mid-point being the market salary. It was already established when the matrix was set in place that they come in at market so what you are seeing is the matrix starting at \$47,000 instead of the current \$44,000 to bring them in line to be competitive. How you set that up and how many steps you use if you want to bring them current with what the market is where you have to move the first entry level salary to.

MINUTES
HAMILTON COUNTY COUNCIL
AUGUST 13, 2015
COMMISSIONERS COURTROOM
ONE HAMILTON COUNTY SQUARE
NOBLESVILLE, INDIANA
10:00 A.M.

Massillamany is struggling with if this is the same way we had it with the Prosecutors because we don't have a minimum, they are mid-point to max? Dibble replied that is correct. Massillamany stated the part that is confusing is that we have it tailored as a whole for the other employees looking at minimum, mid, and max; how is it determined that they are brought in at market, just so they are competitive but overall the salaries would have a minimum but it is lower she is confused on the theory. Rooker replied the matrix was implemented because they were having trouble retaining those officers so it was established bringing them in at a competitive rate and when increased using the first five steps it is 4%, 4%, 4%, 4%. You are retaining those officers longer and that percentage tapers off as the longevity goes down through the steps. That was what the issue was initially. In this study you are trying to keep them competitive and also looking at how the upper ranks were not as competitive with the external market as the lower ranks.

Ayers asked if retention is a problem? Gehlhausen replied it is not a problem right now, we are always looking, being competitive at the starting position is important. What we have is not the highest it is just competitive. Beaver does not want to put words in Gehlhausen's mouth but the idea here, and I am not disagreeing with it, is that if you are a 10-year county deputy and your buddy is a 10-year Carmel policeman the discrepancy is between what he makes per year and what you make and they both are fighting crime, enforcing the law, and all living in Hamilton County. Of course the salaries are different if you go to different counties and they did that comparison. We all live in Hamilton County and theoretically we are going to try to get our regular employees closer to what the market bears, at least in two or three categories. The question is, using round numbers, the difference is \$300,000 a year to do this for the Merit Deputies. Am I mistaken in thinking that this will be \$300,000 every year because you have moved them up \$300,000 so next year we have pushed up the salary to that level over this year, I am not saying it keeps adding on but you have pushed the salaries up by \$300,000 so next year's budget and year after year we will start at that range and we will need to add \$300,000 what we pay for county payroll every year after this because we brought them to market? Dibble replied that is accurate, it is included in the base. Beaver stated our payroll is millions of dollars so I am not saying that is a bad thing I am just trying to get my arms around it. Gehlhausen replied we totally understand that and that is why it is Carmel, we never touch Carmel, we are not even looking to go to their pay range. We are trying to stay competitive with Noblesville, Fishers, and Westfield, just in that range.

Beaver asked Gehlhausen what is your ratio of officers to patrolmen. It seems officers would benefit most with these increases. Are we getting chief heavy here? Gehlhausen replied no we haven't. Under the old 8 hour shifts now we are at 12 hour shifts, we used to have two (2) Sergeants and one (1) Lieutenant, now we have one (1) Lieutenant and one (1) Sergeant per squad. We have eliminated some Sergeant positions. We really sacrificed to get our Merit Deputies higher pay. There is a \$500 to \$1,000 difference between a Deputy to Sergeant and that is why they want to become a Sergeant because they could get to a shift that they want for just a little bit of a bump. Beaver asked how many total Merit Deputies do you have? Gehlhausen replied 61. Beaver asked of those would the officers be included? Gehlhausen replied yes. Beaver asked how many officers do you have, let's say Sergeant and above. Dan Stevens replied 16 excluding the Sheriff and Chief Deputy. Beaver concluded it is not chief heavy.

MINUTES
HAMILTON COUNTY COUNCIL
AUGUST 13, 2015
COMMISSIONERS COURTROOM
ONE HAMILTON COUNTY SQUARE
NOBLESVILLE, INDIANA
10:00 A.M.

McKinney stated \$175,000 of the \$391,000 goes to the top 16. Stevens replied they are the farthest ones behind. Gehlhausen replied they have kind of kept current for the deputies to patrolmen but we never did with our Captains and Lieutenants that is why the difference is there.

Beaver stated he is pretty sure we are not going to take any votes here this afternoon, we are trying to absorb this and just wanted to refresh himself. Irwin stated back in 2008 you made the decision to survey, at that time, to become more competitive particularly for recruitment and hiring purposes. At that time there was an issue with other entities being able to pluck away some of your officers because they had been through the training and then they could dangle that higher salary in Carmel or Noblesville or Fishers and take your officer and not have to invest in training. That problem has been solved through the competitiveness you have established at those lower ranks. Essentially what you are talking about here is looking at some of the higher ranks and keeping them more in tune with what has been paid to the other entities realizing through the years they have not moved at the same pace as some of the people at the bottom have. I think we have addressed your problems in terms of getting qualified people and recruiting and retention. After you keep an officer for four or five years you have a pretty good shot that you are going to have them for their career particularly given the benefits through the insurance program. Once they are invested in that you don't see a lot of Sheriff Deputies anywhere in Indiana leaving to join a city or town police department. Massillamany asked if Irwin thinks that there are elements, knowing that we are obviously competitive from the lower end that it would be looked at that knowing if they wanted to move up obviously in rank as time went on are making that decision saying I know I will make more in Carmel if I move up the ranks than if I would stay, even knowing it is competitive in the first five years. Irwin replied that is possible, it is each officer's individual choice, if they want to get promoted, if they want to take on added responsibility, if they want to run the risk of moving to a shift that they don't particularly want to work. Some officers are not cut out to be supervisors, they are very good police officers but not everybody has the same skillset to move up and become an officer and have those kind of supervisory responsibilities.

Ayers asked will we have to visit this every year to make sure we are being competitive with the other units of government? Massillamany replied if we are the same we are going to do it every two years with our other employees. Irwin suggested every two years, by and large you have a solid pay structure. You have good salaries and I don't think anybody would argue with that and if you start experiencing turnover problems that is an indicator that you really want to look at making adjustments. The real troublesome job in most counties is the corrections officer job, it is a crummy job and you see more turnover there than you do with merit police officers.

McKinney asked if the Summary of External Data, was compiled by Dibble or by Irwin? Dibble replied it was compiled by WIS. McKinney asked why the Hamilton County employee shows a zero for PERF or HCPHP, is this because Hamilton County pays the PERF contribution? Dibble replied yes. Rooker replied they (Sheriff Deputies) do not have PERF, they have the pension program. It is the cities that have PERF. McKinney stated under Carmel and Fishers where it says \$3176 for Carmel per employee, is the

MINUTES
HAMILTON COUNTY COUNCIL
AUGUST 13, 2015
COMMISSIONERS COURTROOM
ONE HAMILTON COUNTY SQUARE
NOBLESVILLE, INDIANA
10:00 A.M.

employee having to contribute that or is that Carmel's contribution for the employee? Rooker replied that is Carmel's contribution. McKinney stated that was misleading to him when he saw employee because he thought that should be negative because if the employee is having to contribute that out of their own pocket. It is a true benefit for them, it is not something they are having to pay for? Rooker replied we have marked employee, we have subtracted out what they paying so that is what they are paying. In the formula for total compensation it is the salary minus the employee health costs plus the county health costs minus the employee pension contribution plus the value of the health. McKinney asked if this figure should be in parenthesis to indicate it should be a minus? Rooker replied yes.

Beaver stated we have until the final budget hearings to make a final decision on county employees but the plan generally is to try in three to four bands to bring the bulk of county employees to market for their years of service in that particular job. As it applies to the Merit Deputies and especially the officers in the Merit Deputies to do the same thing for them, I don't even remember the total county costs for the raises is, was it \$2 million? McKinney replied it is \$2.7 million. Beaver stated to do the same thing for the Merit Deputies is an additional? McKinney believes it is included in that total. Dibble confirmed it was and it was less than \$2.7 million. Beaver stated the crux of it is if we did that for the Merit Deputies and the officers the justification to other county employees is that they got this raise and the Sheriff did not. Massillamany stated if we are being consistent, which ultimately we are doing, it comes down to the fact that we did the analysis as a whole. Beaver stated yes, he is just talking out loud, across the board and the higher up in the civilian your raise is bigger than entry level data entry person. Not that one employee thinks about another employee's raise is a driving factor as far as I am concerned. It is what the county employees as a whole think about it. The market rate is the market rate, if this is what Lieutenants get in Hamilton County it is what it is. Belden added so be it.

Beaver stated you were saying this calculation is already figured into the \$2.4 million? Dibble replied yes. With the pay banding based on time and grade without all of the exceptions discussed in Personnel (Committee) which we are still putting together, it is \$2,284,993.42 which includes the Merit Deputy at \$391,793. We do have a request from the Prosecutor that would increase that a little bit and we have had new employees and people leave since we ran this calculation so it will vary a little bit.

Beaver told the Sheriff he thinks he got everything that Kent and Addie had for us, I have the Sheriff's request is there anything else that you want to say on this particular issue? Bowen thanked the Council and stated he appreciates them taking the time and consideration, it has been a long time coming. We originally came to you with this request almost 2 years ago. He appreciates them taking the other county employees into consideration, obviously they will continue to work with us on this project. We graciously ask for your support to move forward.

Massillamany stated the decision will probably be made at the August 26th meeting. McKinney added if we still hold the August 26th meeting at 6:00 or should we move it to the budget hearings? Beaver recommended leaving it on the 26th or the budget hearings or whenever we come to a consensus and we have enough Councilors in the room that nobody feels like they are being left out. Beaver

MINUTES
HAMILTON COUNTY COUNCIL
AUGUST 13, 2015
COMMISSIONERS COURTROOM
ONE HAMILTON COUNTY SQUARE
NOBLESVILLE, INDIANA
10:00 A.M.

appreciates everyone's patience, he knows this was delayed a long time but he felt like we needed to deal with the county employees first, he didn't want to get the cart before the horse. I had to try to decide what we were going to do generally about raises before taking the Merit Deputies under consideration.

Pay Banding

Beaver stated he knows Personnel has been dealing with a lot of stuff as far as our new plan, personally on the plan we are going ahead with whether we are calling it banding or whatever, he just uses that as a term, as we are going ahead and we are finding there were three or four different categories that we are trying to match – those are the ones that we call bands, right? We are trying to match market rates for bands. His feeling on that is if you are in a band and have been in that band for five years and you may have been a county employee for 28 before then but we are paying market as it applies to that job, not that we discount the service to the county in some other job that you may have had. My feeling was that we are trying to match the market for that particular job. Massillamany added with the amount of time you have been in that particular job. Beaver asked if that is the general agreement with the Council? Massillamany replied that is general, then there are issues where there were re-classifications where the actual job has not changed, the classification does so you are looking at a classification that may show one year but ultimately they have been in it for six years and so that is where the special circumstances come in. Beaver stated the general premise is still paying what the market would pay for that job in the private sector for how much time in the position.

Massillamany replied yes and there is also other circumstances where department heads have communicated that they believe the experience of somebody being there eight years, it is no different than what the highway decision with eight years of experience and there may be somebody that has 10 years of experience but they have only been here for six and that is where the department heads are coming in and saying this is justified. Beaver stated that seems to him to be a legitimate job for Personnel to try and work through, he does not want to micromanage that particular issue. Beaver happens to know that there are cases within the county where employees have been in a particular job for a substantial amount of time and the department heads don't feel like they deserve market rate for that job, they are just not that good of an employee or they have absenteeism or whatever the case may be; those will be coming to you too.

McKinney stated legitimately if we have a market rate they have to be paid the market rate. Massillamany replied they are not decreasing anyone, if they are not getting paid the max and have been here 25 years they may be paid at the minimum. Beaver stated it is extremely difficult to let go of a county employee so if you have a marginal employee that absenteeism is through the roof, taking advantage of every minute of paid time off, our employees know how to work the employee handbook. If you get one with our medical leave and all the stuff we give our employees it is not impossible to have an employee who has been here 10 years and works 4 days out of 5, that is just the way it is. When you assume you have to pay them market rate and they need to be, in the private sector you are either a good employee or you need to go down the road, it doesn't really work that way at the county. They

MINUTES
HAMILTON COUNTY COUNCIL
AUGUST 13, 2015
COMMISSIONERS COURTROOM
ONE HAMILTON COUNTY SQUARE
NOBLESVILLE, INDIANA
10:00 A.M.

have to commit murder or burn the bathroom down before they are out the door and we need to keep that flexibility in mind for department heads and elected officials who are dealing with that.

McKinney asked about the question of the 3% lump sum for people that are at the max, are we going to take that now or wait until budget hearings? Beaver wants to wait until budget hearings. Massillamany asked if that is already figured in? Dibble replied some office holders asked for the increases that are banded in the base others didn't. Her concern with that is if we treat people differently we may be challenged with an act of despaired treatment. Massillamany asked if that could be rectified by if that is something that they feel should be consistent going forward then they should come to Personnel and let them know they are at a 10 year mark instead of an 8. Dibble replied those are details that still need to be worked out.

Stevens stated Rick's question defined the crux of the issue, if the employee is at max whether the 3% is in the base or not. Most of the time you have applied it to the outside. Beaver replied that would be his general thought. Stevens stated if that is the rule that applies uniformly then that answers our question. If an employee goes into a band but they are not at the max the 3% is part of their base for next year. Beaver replied right. McKinney stated it is a 2-part question, what Dan said exactly but then the other one is are we going to do that? If somebody is at a max do they get the 3%? Dibble asked if she could describe max because there are two definitions – one is looking at where they fall in the band and they already make more than that and the other is are they truly at the max at the end of that range. Those are two different things that we need to look at. The individual's whose salary currently exceeds the entry level of the fourth band we would give them outside of their base because we didn't have data to go from Step 11 to Step 25. That is one question that we wanted to validate.

Massillamany wants to make sure as a whole, in the communication process during Personnel it was obviously said that there were people that didn't like the fact that we were putting the 3% outside of the base but they still see it reflected over 26 pay periods in their paycheck. Next year their pay could go down if we don't fund some sort of increase. Beaver agreed. Massillamany stated that was one element, her concern is that if we, as it stands right now and we bring everyone to where they should be within this realm the 3% would be outside of that. If we are even thinking about going forward then we would have to add the 3% to everyone. I think it has to be paid outside, period. Even those that are at max. Beaver concurred.

Coverdale stated she does not think you are on the same page. Massillamany stated if somebody is at the max, the very max not the minimum of max within that band, if they are at \$95,000 and the max is \$94,000 I am saying the 3% should also be paid outside the base going forward. That \$95,000 should not increase 3% year to year to year. McKinney is saying he does not think you should get the 3% period. Beaver asked Coverdale, how are you interpreting that? Coverdale replied she is not, she gave up at the last meeting we had. It has always been when somebody got to the max of a pay grade, it has not always been that way which is what got us into this mess, but if we had done it that they would get a 2% increase one time so it didn't go into the pay to calculate for the future. Massillamany replied right.

MINUTES
HAMILTON COUNTY COUNCIL
AUGUST 13, 2015
COMMISSIONERS COURTROOM
ONE HAMILTON COUNTY SQUARE
NOBLESVILLE, INDIANA
10:00 A.M.

Massillamany stated she is saying that if we have the market analysis and we looked at this combined hybrid, if you are above max as it is, I don't think anybody should be having another increase to the bases that are already established. Coverdale asked over what max? Massillamany replied the max of the actual band. So if somebody is at \$95,000 and that is above the max for that position they have been paid higher than what market is showing so I don't believe we should continue to fund 3% increases added to that base when they are already above the max so that is what is paid outside. Coverdale clarified so she just said what we are saying.

Stevens stated yes, definition of max is the top pay for that classification, Beaver agreed. Stevens stated a COMOT A-F the max is the top pay for an F. Beaver answered right. Stevens asked if you are outside of that then it is not part of your base. Beaver answered right. Ayers stated based on the way he understands it they are going to get that 3% for their rest of their time of employment. Let's just say using the example they are making \$95,000 they are going to get a 3% and they are at the max, they get the 3% outside of the payment, they will get that 3%. Beaver and Massillamany replied no. Ayers asked just one year and they are all done? Beaver replied yes. Massillamany added then we will look at the next year. Beaver stated if the economy takes a nose dive and we go back to giving 2% then it is 2% outside the base. Ayers added they won't get any more the next year, is that right? Beaver replied yes. Dibble stated an individual whose current salary is at the end of their range would get a one-time payment outside base but the motion that was made at your July 9th meeting was because we haven't had data, it only went through Step 11 so anybody whose salary that was over that they got a 3% raise but it is outside of the max too so they are technically but not continually to move through the scale to which the end, which we would define as the term max. That was the question that was brought to Personnel. Beaver understands the discrepancy but how can we make rules?

Massillamany stated it was communicated that we can't come up with the data where somebody fell after 11 years which is an inaccuracy. Coverdale replied it is accurate because we can tell what position they were in but this classification did not start until 2002 but none of those classifications were recorded on payroll documents until 2005. We can tell what their position is but no pay grade was assigned to it. Ayers asked how many people are we talking about that will be affected? Massillamany replied a lot. Stevens added your senior employees. Massillamany anyone who has been here 11 years and up. Beaver asked so you are saying we don't have data to tell what the market is? Massillamany stated we have the numbers, if we look at what happened from 11-25 and they broke it down similar to how the Sheriff's grid, we have data from 2005, you can go back into payroll's information but it is not identifying the correct class or grade because that was not implemented. Basically it is an assumption for those people that have been here from 11 to current. It is hard to determine where there is an 11 year employee and where there is also somebody that has been a 16 year employee and they would basically be viewed as being paid the same even though there is that range between the minimum of max to max of that last band. You are not seeing the separation which creates an issue which goes back to the data problem which is nobody's fault, it just happens technology has excelled. Dibble added we did not even start writing job descriptions until 1996. We then adopted Irwin's pay classification in 2001. We bought the Eden/Tyler system in 2001 and started implementing all of this stuff but did not actually

MINUTES
HAMILTON COUNTY COUNCIL
AUGUST 13, 2015
COMMISSIONERS COURTROOM
ONE HAMILTON COUNTY SQUARE
NOBLESVILLE, INDIANA
10:00 A.M.

enter the data into the system until 2005. Beaver stated he got that but where does the unfairness fall in? Dibble stated she has several elected officials and department heads that felt like from Step 11 forward for those individuals the 3% that they receive if their salary was over where they fell in the band because we only had the entry of that band that those dollars should be included, in most circumstances, in the base for 2016 because that allows them to continue movement through their pay scale. Massillamany stated the remedy would be that anybody that is 11 or above take those salaries and if they are above then you pay the 3%, it is included in the base but there is nothing else. It would shift their salaries but at least they are moving. Then keep everybody that obviously would fall within the range from 0-10 or 11, however you look at that; then anybody above that. If it is above the max then it is null and void. Beaver asked if we still have the max for that? Massillamany stated if you look at the band you have 0-3, 4-6, 7-?, it gives you what the minimum up to the max of that band. You are going to see that in the 11+, the Master Level. You have \$50,000 but the max is \$55,000 for the end of career that would be a remedy to solve the headache until we end up in a situation where all of these people who have been here for many years are not anymore. Dibble stated each year you are adding data. McKinney stated the domino effect creeps in on all of our long term costs. Massillamany replied actually it really doesn't. Dibble stated those dollars were included in the 2-4, the difference is their base wouldn't have included those dollars so when you are calculating from the 2016 budget to the 2017 budget there included verses not being included moving forward. It is not additional money for 2016. McKinney replied right, if it is included in their base then that is what overtime is calculated on. Dibble replied overtime is going to be calculated on that anyway because that is what their gross wages are for 2016. Massillamany stated it has already been included. What it really comes down to is determining what that figure is for those that are at the 11+, we are going to have some that are overpaid and are not going to see that 3%, they are above max. Beaver stated you are saying there is a max for all jobs? Dibble replied there is a max. Stevens stated the top level for every classification, yes. Beaver stated that is not what we are talking about, we are talking about who gets bumped up against that. Stevens stated the majority of them will not be at max with a 3% increase. Massillamany stated that's the remedy, in general it was not really determined until we actually sat there and duked it out. That is the remedy of it, the only concern that would parlay into that is you do have those that are getting that 3% that are above 11, it was communicated that there are employees that will have the issue of the 3% being paid over the 26 weeks. That is something we might want to look at. Coverdale clarified outside the base. Massillamany stated correct. Coverdale stated it will show separate on the check, it is just education.

Beaver asked if this was Coverdale's main concern, the longtime employees not being included in the base at the high level? The 3% is going outside their base, not inside the base? Coverdale replied if they are over max, yes. Beaver asked if they are over minimum max, not maximum max? Coverdale replied maximum max. Dibble added if they are within their pay band then it would be added to their base, if they are at the maximum dollar of that range then it is not added to the base. Dibble has all of these spreadsheets and they are trying to put this all together, she is not going to be here on the 26th and asked if they would want to take a vote for her to fix that so they can have all of the dollars straight for their meeting on the 26th. Massillamany clarified that if somebody is at year 6 and they are above that pay based on the banding, they are not getting the 3% added to their salary? Dibble replied right, it is

MINUTES
HAMILTON COUNTY COUNCIL
AUGUST 13, 2015
COMMISSIONERS COURTROOM
ONE HAMILTON COUNTY SQUARE
NOBLESVILLE, INDIANA
10:00 A.M.

just for those people 11 and over that we did not have the data for. Stevens told Dibble she is confusing things again. Stevens stated what they just discussed was as long as they are not above the max for the classification category the 3% will be part of their base. Massillamany is saying 11+ employees. Stevens stated on 11+. Massillamany replied correct. On 0-10 if somebody is at, Stevens added using your tool, Massillamany stated right which is what they have done when we placed them, so if somebody is at year 6 and they are currently paid above a year 6 person that 3% is still paid outside the base. Massillamany stated we have the data for 0-11, why would we pay 3% more if they are above the max for that category. Beaver clarified that you are saying a 6 year employee is at the max, max for the job? Massillamany is saying is at the max for the 6 year category. Coverdale asked if they are going to be using a grid? Massillamany stated they have been using the 0-11 grid, that how it was all placed. Ayers asked if that will be difficult to do, using that example is that difficult to do to pay outside, to keep up with the calculations for the employees? Massillamany stated her understanding was in order to keep things consistent we had the band, we had the grid (tool) and we couldn't go outside of 11 years because we don't have the data, why would we increase salaries if they are already above where they should be?

Ayers asked is it going to be even more difficult to keep up with this banding when the person's at their max knowing when that the person is getting paid the 3% outside, is that going to be difficult? Stevens commented the number of years per band level is simply a guide, an employee may have developed skills that would justify a pay above a 3 year level in a particular band based on their skills which shouldn't disqualify them from getting a 3% raise simply because their current salary is above a 3 year band salary. Massillamany replied that is also where the acknowledgements came in which was the whole point of the department heads justification, like Chris Mertens did, an employee actually has more skills than what he is showing so he would like to move him up. Beaver stated in that particular case using Amy's example then it would behoove the department head to move them up if they hit a certain level and this is the pay and you are paid above it so your 3% increase is going outside the base. It would behoove whomever makes that decision to move you up to the next level because you are getting whatever the county raise is that year outside your base, wouldn't that be an indication to your department head that they should be moved up a level. Coverdale stated if you are going to do that then where ever an employee's salary falls this year that is where they should be moved to and you start from this point forward from adoption of this whole thing because you still have all the situations where you have given over the years an opportunity for a department head to pay more based on performance and that was all included in the base so they have been escalated at the 25 year scale because of performance increases that were included. Massillamany asked if you think it would be best to move everybody to where they fall and have the department heads go back and look at it deeper for 2017? Coverdale is saying you take everybody's pay; Dibble added the total that we had. Stevens stated plus 3%, put them where they belong, give them that title, Mastery, Senior Professional, whatever, and don't even think about how many years that equates on your scale, they are not necessarily linked together. Coverdale stated true. Dibble stated this is not about longevity, when you look at it to say how do we put years in time in grade or time in category or time in their current job, they simply generate from where you have your highest learning curve and then you go to becoming proficient, then you become

MINUTES
HAMILTON COUNTY COUNCIL
AUGUST 13, 2015
COMMISSIONERS COURTROOM
ONE HAMILTON COUNTY SQUARE
NOBLESVILLE, INDIANA
10:00 A.M.

senior level then at 11 years you should have mastered your job. Different people have different learning curves and different jobs require less amount of knowledge. Brad Davis has mentioned how long it really going to take a truck driver to learn how to master being a truck driver so you have variations dependent upon position. Dibble has met with every elected official and department head, there were people who said they would like to reduce the amount that they could be at because their knowledge is not at that level and other people were validating what people should be hired at, she feels they did a great job with it. The big message is trying to make sure that if we included things, we excluded things outside of the base that it would be a problem as we move forward because someone would deem that net check on what they base their budgets on and if you don't fund it the next year at that level there will be a reduction in their pay and they don't want to lose good employees. It would be great to follow Coverdale and Stevens suggestion, everything they turned in we include it in the base, we give you those total dollars, it may be a little different because some people asked for less and some asked for more. She will put all that data together to give absolute totals.

McKinney is still wrestling with the idea of giving everybody the same amount of money, there is no performance if somebody is a better worker or if there is an absentee problem, they are getting paid the same extra 3% everybody else is and comparing to what he understands from the Sheriff's situation these guys are getting money based on longevity. Stevens replied the department heads have already had an opportunity to come to Personnel and say yes, this person should be getting a total of 3%, this person should not.

Ayers asked if we are leaving this to the 26th or is there more discussion? Beaver replied no, it appears to what Sheena is saying and Dawn has brought up a legitimate point; if we are truly adopting a banding mechanism if she has had a chance to talk with department heads, plug them in where they think they ought to be and we will go forward. Massillamany thinks that is ok, those that are outside the 3% are outside the base for those that are at the max. Beaver added at the max, max. McKinney stated we still have not decided that. Coverdale stated they will put it in and if you cut it at budget hearings we will go in and remove it. Massillamany asked if McKinney is saying they should not get the 3% if they are above max? McKinney stated a vote is needed if we are going to continue it. Stevens reported the spreadsheet will show it outside. Massillamany added it will not be included in the base, it won't be a problem. Beaver can move forward with that philosophy. Dibble asked if they want to vote? Beaver replied no. Dibble asked if they want her to create the spreadsheets to show what it would be? Massillamany added to look at for the 26th. Beaver stated if Dibble is not available on the 26th they will continue the discussion with the members that are not here as to the philosophy.

Prosecutors

Dibble stated the Prosecutor approached the Personnel Committee and was concerned that he was having issues with recruitment and retention of his prosecuting attorneys, not his whole office. A long time ago we had a category just for the prosecuting attorneys, The former Prosecutor also had issues with retention so instead of having entry, mid-point, and maximum for their range she asked the Council to do away with the entry level and have entry begin at mid-point which Massillamany discussed a few

MINUTES
HAMILTON COUNTY COUNCIL
AUGUST 13, 2015
COMMISSIONERS COURTROOM
ONE HAMILTON COUNTY SQUARE
NOBLESVILLE, INDIANA
10:00 A.M.

minutes ago but their scale has not moved. Prosecutor Buckingham collected data from other counties, especially those he was losing folks to, gave it back to WIS, WIS gave us a new scale with a recommendation. Buckingham still felt those numbers were really low compared to his trying to compete with other entities, we had a discussion about looking at having those prosecuting attorneys being included in our Executive classification. They have three scales, they have prosecutors that only try misdemeanors, they have prosecutors that try felonies, and they have prosecutors that do both and are supervisors. We have three levels with Executive, Executive A as the lowest, Executive B as mid-point, and Executive C as the highest. In our Executive classifications most of those positions are elected officials, department heads, and professionals and they require at least a Bachelor's Degree. All of the prosecuting attorneys have had to pass the Bar so they have doctorates. Buckingham is asking we take all of the prosecuting attorneys, place them appropriately in our Executive classification. In placing them at the original recommendation from WIS the total came in at about \$63,777 less than moving them to the Executive classification. Beaver stated the calculation Personnel did on prosecutors comparing to other prosecutors in other counties and Buckingham still did not like that number? Dibble replied no. Beaver stated prosecutors are another strange bird that we have inherited, I think we should do like we did for everybody else, compare them to other counties and that is what they get paid. To try to shoehorn into another job description in the county, they are not the same they are prosecutors. They should be paid whatever other deputy prosecutors are paid throughout the State. Rooker reported there are other counties that do classify prosecutors within the Executive job category so that is an option to consider. Beaver asked if they did a comparison to other counties and what their deputy prosecutors were getting paid? Rooker replied yes. Beaver asked if we have the results of that? Rooker replied yes. Dibble stated Buckingham gave her his salary data and he looked at Shelby, Wayne, Cass, Hendricks, and Madison counties. Currently his prosecuting attorney would come in at \$47,649, Shelby County was \$63,283, Wayne was \$64,300, Cass - \$77,500, Hendricks - \$62,097 and Madison was \$61,800. McKinney asked Rooker what she used. Rooker did not bring that information with her. Rooker believes they looked at Allen County plus the ones that Buckingham provided along with some additional counties. Beaver stated we are looking at market and the truth is he is not an attorney, if you want big money you don't go down the prosecutor road. Ayers stated most really good criminal attorneys came from a prosecutor's office, most great tax attorneys came from the IRS so it is a little bit different situation. You are going to have a problem with retention. I am not saying we don't give them a raise or don't look at it but it is a little bit different. Beaver added they are usually not staying there for life. Rooker stated they compared data for prosecutors they were comparing just to counties, no cities were included. In the other job categories the counties and cities were compared using combined data. Beaver asked what was the difference between their study and WIS study? Massillamany replied \$81,000 and \$145,000. Dibble stated another factor is they work more hours than any of our other employees. Beaver replied I am sure they do but we are looking to hit the market for prosecuting attorneys, that is what we have done across the board for public employees whether our base employees or Merit Deputies. You compare them to other prosecuting attorneys and hit the middle. Ayers stated a deputy prosecutor probably does not make minimum wage because they work day and night on cases but we are not supposed to be emotionally involved, we are supposed to take what is the going rate. Massillamany asked we don't have data for Marion County but it is assumed it is lower, is

MINUTES
HAMILTON COUNTY COUNCIL
AUGUST 13, 2015
COMMISSIONERS COURTROOM
ONE HAMILTON COUNTY SQUARE
NOBLESVILLE, INDIANA
10:00 A.M.

that correct? Beaver stated we have hired a professional and they have a range and we should go with that. Rooker stated they have a range and can negotiate the salaries within the range as they have done in the past. Massillamany replied they are still getting a decent increase. Dibble stated she thinks Buckingham wants to hire people that are able to come in and do a job well instead of hiring additional staff because he has entry level in place, which is the point he wants to make. Massillamany does not see a huge difference. Are we having issues hiring? Beaver stated he thinks he is having issues losing them. McKinney asked if he has come before us? Beaver stated every elected official and department head has the opportunity to make a pitch for money for their people, we do it year in and year out and I expect them to do it. We did a market study, that's it, that is what you get.

Ayers adjourned the meeting at 12:26 p.m.

Present

Paul Ayers
Brad Beaver
Jim Belden
Rick McKinney
Dawn Coverdale
Mark Bowen
Tom Gehlhausen
Robin Mills
Dan Stevens
Dennis Quakenbush
Sheena Dibble
Kent Irwin
Addie Rooker

MINUTES
HAMILTON COUNTY COUNCIL
AUGUST 13, 2015
COMMISSIONERS COURTROOM
ONE HAMILTON COUNTY SQUARE
NOBLESVILLE, INDIANA
10:00 A.M.

APPROVED
HAMILTON COUNTY COUNCIL

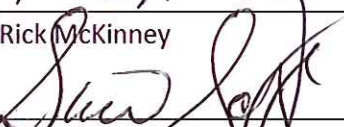


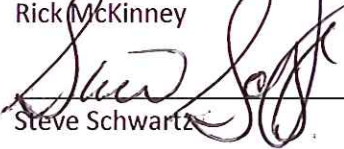
Paul Ayers

Brad Beaver

Jim Belden

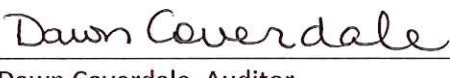
Fred Glynn

Amy Massillamany

Rick McKinney

Steve Schwartz

ATTEST:



Dawn Coverdale, Auditor